

# Introduction

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I am pleased to submit the Department of Corrections' 2001-2007 Strategic Plan.

For over a year, Department staff have been working to develop an approach to managing offenders in accordance with recently passed legislation, the Offender Accountability Act. The work of those staff members, who come from all levels of the Department, forms the foundation for this Strategic Plan.

There are three reasons why the Department takes a risk-based approach to offender accountability in this plan. The first is surveys consistently conclude that citizens want to be safe from violent offenders. The public focuses on violent offenders, and so should the Department. The second reason is resources to deal with offenders are limited. The Department cannot be all things to all offenders, so must prioritize resources. The Department, therefore, will allocate resources based on risk in order to make the best possible use of available resources. The third reason is because research unequivocally supports a risk-based model for supervising offenders.

This plan was developed using the balanced scorecard approach. Utilizing the balanced scorecard, the following five goals were developed setting the Department's strategic direction for 2001-2007.

*Risk Focus:* Resources will be directed to offenders who have the highest risk to re-offend and pose the greatest risk to the community.

*Targeted Intervention:* Offender behavior will be positively impacted through the use of targeted intervention strategies and methods.

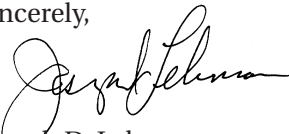
*Accountability of Offenders:* Offenders will be law-abiding and accountable to the community for reparation and restitution.

*Community-Oriented Offender Management:* Management of offenders under the Department's jurisdiction will include active community involvement and will be consistent with positive community values.

*Organizational Accountability:* The Department will develop its organizational capacity including technology, performance information, and staff development to achieve the Department's Vision and Mission.

These goals, related initiatives, and performance measures demonstrate our commitment to the Legislature, the community, and the criminal justice system to work together for safe communities.

Sincerely,



Joseph D. Lehman  
Secretary

**Strategic Planning is not about predicting the future...**

**...it is about creating the capacity for success in an unpredictable future.**



# Table of Contents

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<b>Vision/Mission/Authority Statement .....</b>	<b>4</b>
<b>Values .....</b>	<b>5</b>
<b>Overview .....</b>	<b>7</b>
<b>Challenges .....</b>	<b>17</b>
Offender Accountability .....	19
Organizational Accountability .....	29
<b>2001-2007 Balanced Scorecard .....</b>	<b>35</b>
Risk Focus Goal .....	39
Targeted Intervention Goal .....	43
Accountability of Offenders Goal .....	47
Community-Oriented Offender Management Goal .....	51
Organizational Accountability Goal .....	57

# Department Vision and Mission

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## Vision Statement

Working together for safe communities.

## Mission Statement

The Department of Corrections will enhance community safety by collaborating with its criminal justice partners, victims, citizens, and other stakeholders; holding offenders accountable; administering criminal sanctions and effective correctional programs; and providing leadership for the future.

## Authority Statement

The Department of Corrections was created in 1981 by the Washington State Legislature. The enabling legislation for the Department is contained in Chapter 72, Revised Code of Washington.

# Department Values

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## We Value

### STAFF AS OUR GREATEST ASSET

We are committed to the personal and professional development of our staff and actively seek staff involvement and a shared sense of commitment and service at all levels.

### PROFESSIONALISM AND QUALITY OF SERVICE

As correctional professionals, we demonstrate our commitment through competency, accountability, and pride in work.

### A SAFE, HEALTHY WORK ENVIRONMENT

We are committed to providing a safe and healthy environment for staff and offenders.

### RESPECT FOR INDIVIDUALS

We recognize the diversity of individuals and their contributions and we strive to treat all people—offenders, staff, and public—with dignity and understanding.

### CLEAR, OPEN, HONEST COMMUNICATION

We encourage communication that promotes unity, productivity, and understanding.

### PEOPLE'S ABILITY TO GROW AND CHANGE

We acknowledge that people—offenders and staff—have the need and ability to grow and change and we support their endeavors.

### COMMUNITY INTERACTION

We encourage positive interaction with the community as we strive to promote public safety, community protection, and public understanding.



This Statement of Values was developed by our employees to clearly articulate the principles that guide our behavior and the vision that will shape our future.

